

SUPERVISORY NURSE PATH

Practice Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> ▪ Uses the nursing process (assessment, diagnosis, outcome identification, planning, implementation and evaluation). ▪ Accurately documents care of clients. ▪ Safeguards client privacy and confidentiality. ▪ Provides care in a non-judgmental, non-discriminatory manner, respecting the values and beliefs of members of all cultures. ▪ Provides care in a safe and cost-effective manner. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> ▪ Demonstrates competency using the nursing process in providing care for clients. ▪ Directs others who provide care. ▪ Assumes responsibility and accountability for individual nursing judgments and actions. ▪ Acts as a client advocate. ▪ Plans and organizes care based on client needs and provider competencies to assure safe, efficient and cost-effective care. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 3	<ul style="list-style-type: none"> ▪ Demonstrates proficiency using the nursing process in providing care for clients with complex nursing care needs. ▪ Guides and directs others who provide care. ▪ Identifies ethical issues in practice and takes appropriate action. ▪ Delegates care in a safe, efficient, and cost-effective manner. ▪ Assists clients in identifying and securing appropriate services. 	Not Applicable (Recommendation: If supervisory is currently a Nurse I Level III, start at Nurse I, Level III on Clinical Nurse Path)	Not Applicable

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LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> Applies the nursing process to systems or processes at the unit/team/work group level to improve care. Demonstrates leadership by involving others in improving care. Supports and enhances client self-determination. Serves as a resource for clients and staff in addressing ethical issues. Identifies and assesses resource utilization and safety issues, taking appropriate action 	<ul style="list-style-type: none"> ✓ Regularly assesses and establishes staffing plans that meet the workforce needs. ✓ Understands and adheres to Performance Base Interviewing principles. ✓ Establishes and communicates workplace priorities and makes assignments accordingly. ✓ Monitors compliance with regulatory or VA directives. ✓ Understands nursing qualification standards, application of and measurement of staff performance. Interprets, guides and coaches staff to meet standards. ✓ Effectively assigns and delegates work. ✓ Promotes and ensures a safe working environment. ✓ Completes accident reports efficiently and timely. ✓ Reviews and responds to anticipated unit activity. ✓ Skillfully performs in rapidly changing, atypical or crisis situations. ✓ Collaboratively establishes work unit goals and leads a team to goal attainment. ✓ Communicates and enforces policies and procedures; including nursing guidelines, IT & HIPAA policy. ✓ Manages work place issues with consistency and documents appropriately. ✓ Coaches staff to initiate ethical discussions 	<p>No bed closures related to staffing. Hospital avoided diversion.</p> <p>Overtime costs were below 1% of annual budget.</p> <p>Hired appropriate staff and adhered to fair labor regulations.</p> <p>Created a staffing management system that matched appropriate staff skills to patient needs rather than assignments being made based on room numbers.</p> <p>Full compliance with regulatory bodies (Performance measures, JC, OIG).</p> <p>Unit Nurses articulated understanding of the qualification standards and focused outcomes are evident in self-evaluations.</p> <p>Advocated for a no lift environment which resulted in 50% reduction in employee injuries.</p> <p>Analyzed and planned for improvement when injuries occur.</p> <p>Used VANDO data to evaluate unit specific goals such as pressure ulcer reduction.</p> <p>Created a culture of high performance with resulted in increased patient and staff satisfaction scores.</p> <p>Implemented a unit ethics committee which has been consulted an average of 3times/mo.</p> <p>Reduced staff complaints resulted inturn over rates lower than national average.</p> <p>Recognized trends and took action to intervene: Patterns in sick leave abuse were</p>

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		<p>with multidisciplinary team members, patients and family.</p> <ul style="list-style-type: none">✓ Maintain an ethical management practice; related to consistency, fairness, equity, payroll and timekeeping.✓ Routinely reviews work group expenditures affecting the unit (FTEE, per diem staff spending, OT, OWCP, impact of absenteeism.✓ Knowledge of and adherence to EEO principles, mediation, ADR, review boards and reasonable accommodation.	<p>addressed.</p> <p>Conflict issues were resolved at the unit level such as pharmacy/nursing BCMA issues.</p>
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LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> ▪ Applies the nursing process to systems or processes at the unit/team/work group level to improve care. ▪ Demonstrates leadership by involving others in improving care. ▪ Supports and enhances client self-determination. ▪ Serves as a resource for clients and staff in addressing ethical issues. ▪ Identifies and assesses resource utilization and safety issues, taking appropriate action 	<ul style="list-style-type: none"> ✓ Designs work processes to improve efficiency, safety and resource management. ✓ Creates a non-punitive climate surrounding patient safety initiatives. ✓ Understands, adheres to and teaches other supervisor's skills to conduct performance Based Interviewing principles. ✓ Establishes and communicates workplace priorities and makes assignments accordingly. ✓ Skillfully performs in rapidly changing, atypical or crisis situations. ✓ Collaboratively establishes work unit goals and leads a team to goal attainment. ✓ Communicates and enforces policies and procedures; including nursing guidelines, IT & HIPAA policy ✓ Analyzes compliance monitor results and forms multidisciplinary teams to improve processes. ✓ Manages work place issues with consistency and documents appropriately. ✓ Coaches novice supervisors to manage workplace issues following VA directive and guidelines. ✓ Fosters an environment that values diversity. ✓ Maintain an ethical management practice; related to fairness, equity, partnership relationships, payroll and timekeeping. ✓ Leads ethical discussions with 	<p>Required competency demonstration for specialized equipment, such as urology or bronchoscopes, to reduce replacement costs. Resulted in 10% cost reduction.</p> <p>Increased frequency of reporting patient safety reports (5%) resulted from creating a climate of Just Culture.</p> <p>Selected knowledgeable and skilled staff as a result of using enhanced Performance Based interviewing skills, which contributed to reduced turn-over.</p> <p>360 degree feedback indicated 92% of staff is very satisfied in current job.</p> <p>Teams were convened and improvement strategies were implemented based on Fall data and monitored results.</p> <p>50% reduction in EEO complaints and reduced unfair labor complaints following a leadership program developed by manager.</p> <p>Nurses reported a 25% increase in comfort level with ethical discussions following group interviews facilitated by supervisor.</p> <p>SHEP scores met or exceeded targeted expectation levels.</p> <p>50% of the time alternative measures to improve patient comfort were utilized</p> <p>Used DSS and VANDO outcome data to assess workload indicators and increase FTEE by 2% on a general medical-surgical unit.</p> <p>40% decrease in delays in admission, surgery or procedures, etc. as a result of staffing.</p>

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		<p>multidisciplinary team members, patients and family.</p> <ul style="list-style-type: none">✓ Explores alternative with patient and family to meet individual requests for comfort.✓ Regularly assesses, anticipates and establishes staffing plans that meet the workforce needs.✓ Effectively assigns and delegates work.✓ Reviews and responds to anticipated unit activity	
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Professional Development Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> Seeks opportunities to acquire and develop basic skills. Participates in appraisal of own performance. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> Seeks knowledge and skills appropriate to the practice setting to improve performance. Incorporates feedback regarding performance and interpersonal skills to enhance professional development. Participates in the performance evaluations of others 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 3	<ul style="list-style-type: none"> Implements an ongoing educational plan to support own professional development. Conducts self-assessment of performance and identifies own learning needs. Assesses performance of others. 	Not Applicable (Recommendation: If supervisory is currently a Nurse I, level III, start at Nurse I, Level III on Clinical Nurse Path)	Not Applicable

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Professional Development Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> ▪ Acquires knowledge and skills to maintain expertise in area of practice. ▪ Participates in educational activities to improve clinical knowledge and enhance role performance. ▪ Evaluate practice of self and others using professional standards, relevant statutes and regulations. ▪ Takes action to improve performance. 	<ul style="list-style-type: none"> ✓ Evaluates individual performance of employees and consults with nursing education to provide ongoing learning experiences that enhance the employee's knowledge and skills ✓ Uses expert staffing methodology to evaluate workload in order to appropriately allocate human resources to deliver safe patient care. ✓ Participates in professional organizations. ✓ Develops individual growth and learning plan for self and guides staff to develop their personal plan. ✓ Seeks opportunities for staff to provide for organization succession planning. ✓ Participates in facility or VISN-wide educational conferences, through serving on planning committees or making presentations. ✓ Completes timely performance evaluations. ✓ Recognizes and rewards employees as appropriate. ✓ Writes performance improvement plans for employees as needed. ✓ Seeks feedback about one's own practice from patients, peers, professional colleagues & others. ✓ Understands and communicates facility Performance Measures and links individual staff performance to measures. ✓ Develops a unit specific quality program 	<p>20% reduction in Ventilator Acquired Pneumonia as a result of nursing education.</p> <p>10% of nursing workforce maintained National certification in their area of specialty.</p> <p>90% of the time Staffing Effectiveness data demonstrated compliance with NHPPD (Nursing Hours/Patient Day) guidelines.</p> <p>Utilized electronic IDP (Individual Development Plan) to guide staff on the unit toward meeting their goals.</p> <p>100% of the nursing staff set professional goals and 50% demonstrated progress towards meeting those goals.</p> <p>Increased number of staff participating on organizational committees and learning opportunities. (10%)</p> <p>100% timely completion of staff evaluations.</p> <p>Improved staff performance and reduced patient complaint by implementing an alternative staffing pattern.</p> <p>Evidence of improved performance for self, based on feedback.</p> <p>Staff articulated their role in contributing to performance measures.</p> <p>Developed staff led programs through unit champions that articulated improved nurse sensitive indicators.</p> <p>There is evidence of participation n hospital committees and improvements were demonstrated.</p>

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		<p>which monitors aspects of care and regularly measures and makes suggestions for continuous improvement.</p> <p>✓ Serves on facility or VISN-level committees, process improvement activities or special appointment task forces.</p>	
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Professional Development Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> ▪ Implements an educational plan to meet changing program or service needs for self and others. ▪ Maintains knowledge of current techniques, trends and professional issues. ▪ Uses professional standards of care and practice to evaluate programs and/or service activities. 	<ul style="list-style-type: none"> ✓ Identifies learning needs, plans and provides formal and informal education to nursing personnel on specialty-related area and performance improvement. ✓ Evaluates & revised educational specialty programs to meet the needs of nursing personnel. ✓ Educates nursing staff to identify clinical, educational and administrative problems, develop scientific questions for inquiry and appropriate research studies and conduct research studies. ✓ Completes all required research ethics & HIPAA training. ✓ Serves on faculty at community college/university; facilitates research collaboration with faculty and students with teaching assignments and presentations. ✓ Assures the development of education programs for nurses and staff development related to specialty-related activities. ✓ Leadership role at national level of specialty-related professional organizations. ✓ Serves as a peer reviewer for at least one professional journal. ✓ Participates in national and/or international conferences through poster and/or podium presentations. ✓ Publishes in a peer reviewed professional journal. 	<p>SHEP report data revealed favorable patient outcomes related to program implementation for specialty populations.</p> <p>Occurrences of studies that contribute to the nursing body of knowledge were reported at a higher level.</p> <p>Leadership contributions on curriculum vitae were documented and validated via a portfolio.</p> <p>Presented study on OIF/OEF patients that resulted in a practice change.</p> <p>360 feedback indicated peer group views manager as a leader and trusts her leadership skills.</p> <p>At least 3 of 5 consultations resulted in positive problem solving and progress in the organization.</p> <p>Performance measures were met in Quadrant I or Quadrant II of the Performance Measures from the Office of Quality and Performance. An example of work includes impacting the organization direction toward a learning organization.</p> <p>Implemented monitoring programs to ensure compliance with Joint Commission standards as they relate to program responsibility.</p> <p>Met 100% of VHA Directive responsibility. Served on Root Cause Analysis team and actions resulted in 50% improvement in Restraint and Seclusion documentation.</p> <p>100% of policy within scope of responsibility had timely review per hospital policy.</p>

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		<ul style="list-style-type: none"> ✓ Mentors others in preparation of their manuscripts. ✓ Participates in designing, implementing and evaluating specialty area workshops and conferences. ✓ Initiates structure for planning, implementing and evaluating research needs at local, network and or national levels. ✓ Assumes leadership within the profession through involvement in professional organizations and the academic community. ✓ Provides expert consultation to other professionals. ✓ Monitors and evaluates conduct of specialty area to ensure compliance with internal and external standards. ✓ Keeps abreast of current regulatory standards for specialty area policies and procedures. ✓ Role models standards of professional practice in specialty area. ✓ Shares clinical and research expertise with interdisciplinary team throughout the organization. ✓ Assesses research practices and programs policies/procedures and ensures that they are in compliance with standards of research and regulatory bodies at local, network and national level. ✓ Participates in specialty-related policy development at the local, network and or national level. 	
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Collaboration Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> Communicates with clients and other health care providers regarding client care. Establishes professional relationships with peers. Seeks out colleagues for mutual information exchange. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> Participates effectively on teams to plan and manage client care. Shares knowledge and skills with colleagues and others 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 3	<ul style="list-style-type: none"> Refers to, consults with & makes provision for continuity of care with other health care provides. Provides feedback regarding the practice of others to improve professional practice. 	Not Applicable (Recommendation: If supervisory is currently a Nurse I Level III, start at nurse I, Level III on Clinical Nurse Path)	Not Applicable

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Collaboration Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> ▪ Uses group process to identify, analyze, resolve care problems. ▪ Educates colleagues and/or students and serves as a preceptor and/or mentor. 	<ul style="list-style-type: none"> ✓ Serves as a member of Evidence-Based Practice (EBP) Committee. ✓ Establishes effective interpersonal relationships with internal and external customer. ✓ Partners with other disciplines to enhance the delivery of patient care through interdisciplinary activities. ✓ Communicates and negotiates effectively with peers, staff, management and customers. ✓ Promotes an environment of mutual respect and effective communication. ✓ Provides guidance and assistance to nursing staff on specialty-related information when appropriate. 	<p>As a member EBP committee worked with 7 nursing staff in ICU to evaluate central line infections and established pathways that have reduced infections by 35%.</p> <p>Mentored 3 staff members in leadership development programs with in the medical center and the VISN LEAD program.</p> <p>Staff and peer reported there was decreased confusion as a result of clearly stated unit goals and objectives.</p> <p>Thirteen staff members of the hospice unit attended an end of life symposium. The attendees established a bereavement council on their unit that memorializes those veterans who have passed at a monthly family luncheon.</p>

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Collaboration Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> Uses the group process to identify, analyze and resolve care problems. Coaches colleagues in team building. Makes sustained contributions to health care by sharing expertise within and/or outside the medical facility. 	<ul style="list-style-type: none"> ✓ Develops effective relationships within the specialty area, interdisciplinary team, nursing leadership and organizational management to enhance the quality of patient/client care. ✓ Uses effective communication, negotiation skills and group process to identify and resolve problems. ✓ Functions as an effective change agent, assisting colleagues/peers in moving through the change process. ✓ Chair of Service level committee at the facility level. ✓ Member of interdisciplinary committee, task force or root cause analysis at the facility or national level. ✓ Chair of a VISN-level or national committee or task force. ✓ Participates on committees that plan and coordinate conferences on regional, national and international level. ✓ Models customer service expectations. ✓ Demonstrates interpersonal effectiveness when communicating and working with both internal and external customers. ✓ Promotes cooperative working relationships among the health care team by maintaining a positive approach to problem resolution. ✓ Provides expert consultation to members of the clinical and administrative staff on 	<p>Served as Chair of the National Clinical & Administrative Path Supervisory work group advisory tract to develop workbook examples and outcomes.</p> <p>Demonstrated effective relationships as determined through a fully successful Joint Commission review.</p> <p>Achieved full compliance with VHA Directives, Nursing Initiatives and fully successful performance measures.</p> <p>Successfully implemented Remote Cardiac Telemetry on 2 Med-Surg Units.</p> <p>Successfully implemented a Nurse managed ambulatory care unit.</p> <p>As the Nursing representative to the Pharmacy and Therapeutics Committee manager advocated for change related to High Alert Medications. Resulted in reduction of close calls.</p> <p>Precepted Nurse Manager in their first year of assignment. Mentee is 100% compliant related to VHA mandates.</p> <p>Worked collaboratively with off tour supervisors to resolve house-wide staffing issues such as developing a rapid response team.</p> <p>Led the LTC interdisciplinary team meeting for implementing patient centered care.</p> <p>Served as the Nursing administrative liaison to the clinical leadership counsel assisting in resolving budgeting issues in the transition</p>

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		<p>clinical and system issues.</p> <ul style="list-style-type: none"> ✓ Maintains academic affiliation & develops strong liaison with expects in academic institutions. ✓ Sustained formal and informal relationships with the specialty community on local, regional and national levels. ✓ Holds an office in a regional or national organization. 	<p>to a needle less system.</p> <p>Holds joint appointment with the local university, served on the curriculum review board. Led change efforts for last semester BSN students.</p> <p>Participated as a member on the State Board of Nursing Nurse Assistance program. Changed reporting criteria.</p> <p>Served as chairman for the local chapter of AACN program development sub-committee. Evaluated 2 annual programs.</p>
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Scientific Inquiry Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 1	<ul style="list-style-type: none"> Communicates with clients and other health care providers regarding client care. Establishes professional relationships with peers. Seeks out colleagues for mutual information exchange. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 2	<ul style="list-style-type: none"> Communicates with clients and other health care providers regarding client care. Establishes professional relationships with peers. Seeks out colleagues for mutual information exchange. 	Not Applicable	Not Applicable

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse I, Level 3	<ul style="list-style-type: none"> Communicates with clients and other health care providers regarding client care. Establishes professional relationships with peers. Seeks out colleagues for mutual information exchange. 	Not Applicable	Not Applicable

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Scientific Inquiry Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse II	<ul style="list-style-type: none"> Initiates/participates in quality improvement activities that result in approved outcomes. Uses a body of research to validate and/or change work group practice. 	<ul style="list-style-type: none"> ✓ Actively participates in identifying clinical practice problems amenable to research projects as member of unit-based and/or region-wide committee. ✓ Participates in Quality Management, Evidence-Based Practice and/or research projects within area of practice. ✓ Reads & evaluates research-based literature related to identified problems in area of specialty, e.g. in journal clubs or in-services. ✓ Evaluates and applies appropriate research-based interventions/changes into assigned practice area to improve or validate current practice, when appropriate. 	<p>Reviewed research abstracts and poster presentation for evidence based conferences at the National CCRN conf.</p> <p>Participated as a Root Cause Analysis Team member which redesigned the processes to ensure the prevention of surgical retained items.</p> <p>Conducted journal club at the unit level and reviewed best practices related to Hospice and Palliative Care Issues. Implemented revised protocols.</p> <p>Implemented an insulin protocol for managing post-surgical hypoglycemia. Staff is 98% compliant.</p>

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Scientific Inquiry Dimension

LEVEL	CRITERIA	EXAMPLES	OUTCOMES
Nurse III	<ul style="list-style-type: none"> ▪ Initiates interdisciplinary projects to improve organizational performance. ▪ Collaborates with others in research activities to improve care. 	<ul style="list-style-type: none"> ✓ Provides leadership and collaborates/assists others within or across work groups to validate and improve practice either on the basis of application of current research-based knowledge or conduct research. ✓ Provides leadership as a Co-Principal Investigator or Co-Investigator of a formal research project, a project to evaluate outcomes of practice, as a leader of an EBP project, or equivalent type of project. ✓ Presents results of such projects at VISN-wide, national and international conferences. ✓ Publishes results in peer-reviewed professional journals. 	<p>Completed and published research article which reviewed the safety of manual-vs.-electric wheelchairs.</p> <p>Collaborated with established researcher to review and adapt falls protocols to a variety of care settings.</p> <p>Presented results of improvement activities which have improved patient and financial outcomes on a national conference call.</p> <p>Published article in <u>Nursing Management: The Journal of Excellence in Nursing leadership</u>; reducing harm from MRSA.</p>